


OFFICE
OF
TRAINING

July 1974

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OFFICE OF TRAINING

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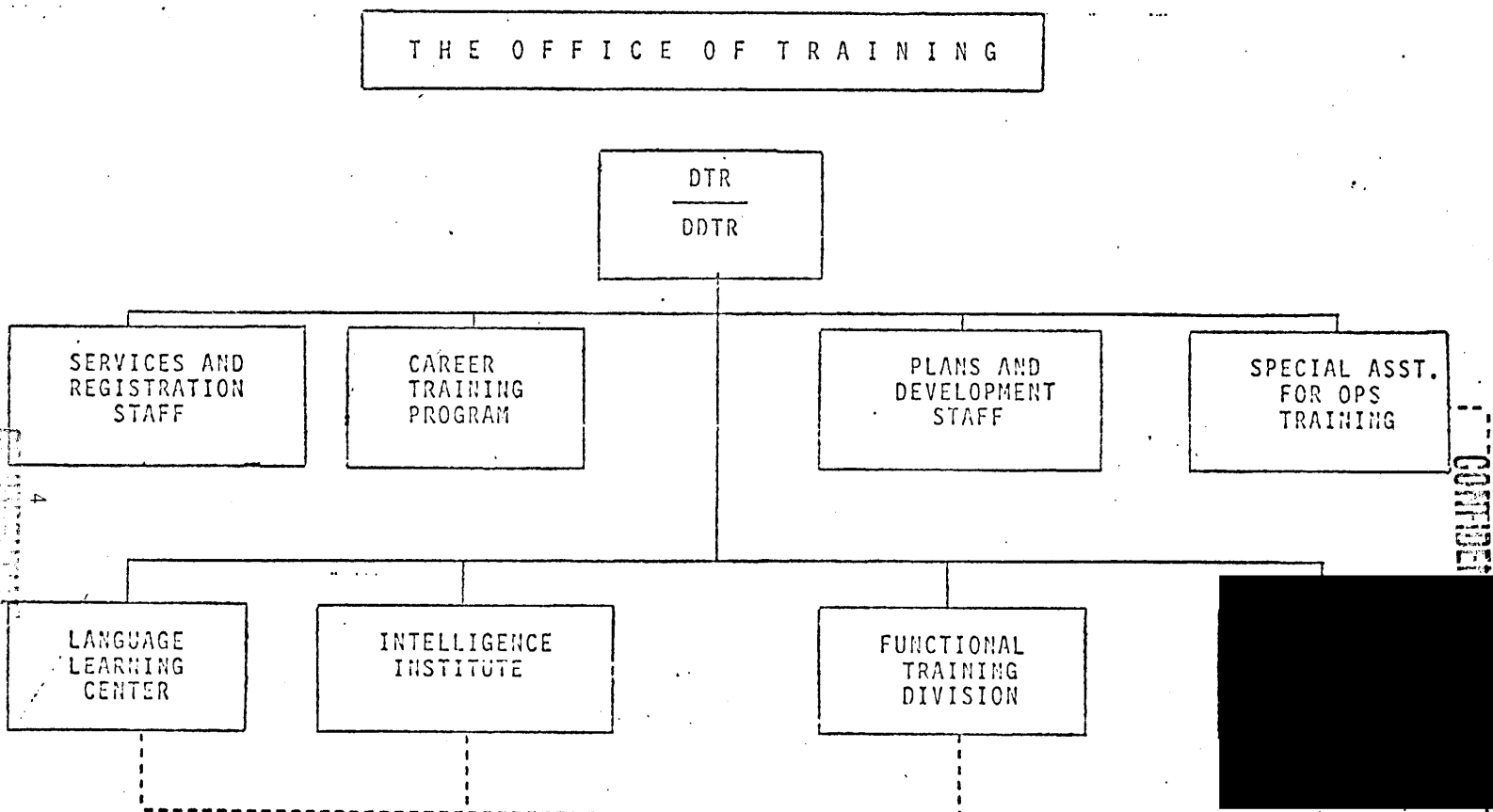
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OFFICE OF TRAINING
Language Learning Center

The staff of the Language Learning Center (LLC) develops and conducts part-time and full-time courses in 22 languages--including English as a foreign language--for employees assigned in the Headquarters area and, as required, for dependents of employees scheduled for assignments overseas. LLC also conducts foreign language proficiency tests, authenticates language skills of Agency employees, and processes results for recording in the Agency's Language Qualifications Register. In coordination with the Agency's Training Officers, LLC also negotiates training requirements to be fulfilled at non-Agency facilities. The school also provides the Secretariat for the Agency's Language Development Committee.

FY 74

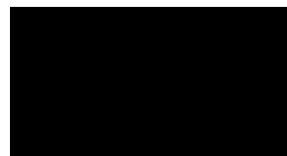
Languages

Arabic, Bulgarian, Chinese, Dutch, English, French, German, Greek, Indonesian, Italian, Japanese, Lao, Persian, Polish, Portuguese, Romanian, Russian, Spanish, Swedish, Thai, Turkish, and Vietnamese.

Courses

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Number of Languages:
Classes :
Attendance :
Student Days :



In addition, the staff conducts special programs, in safesites, when teaching resources are available, and

foreign language courses for dependents (for groups of at least 3 students) and

2 1/2 to 5-day "total immersion" programs

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One-month "total immersion" courses are conducted at the (in French, Spanish, German, and Russian).

Testing

Approximately 1400 proficiency tests are conducted annually; results of the tests are recorded in the Agency's Language Qualifications Register.

This Division develops and conducts all skills training programs (except those presented [REDACTED] regardless of the functional nature of a course. Thus, it consolidates in a single division the responsibility for Collection, Intelligence Research, Intelligence Production, Communication Skills, Information Science, Management, Supervision, Administration and Clerical skills training programs. It also includes the responsibility for Agent and Liaison Training.

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Operations Training Program

The Operations Training component provides training in the skills needed to manage, to support, or to participate in clandestine operations. Regularly scheduled courses provide staff employees instruction in Operational Records, Narcotics Operations, and [REDACTED] DDO orientation is provided in separate courses for DDS&T and for Office of Technical Service personnel, and for employees attending the Intelligence in World Affairs course.

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Tutorial instruction in clandestine operations, usually with heavy emphasis on the elements of tradecraft, is provided for personnel under non-official cover, contract personnel, field agents and certain liaison personnel. Each training program is tailored to the needs and limits of a particular individual or group. This training is conducted in safesites in the United States and overseas.

Intelligence and Communications Skills Training Programs

This group of courses provides training for intelligence research analysts, for writers of intelligence information reports, finished intelligence, memoranda, and staff studies; and for those who give briefings. Training for intelligence research analysts includes requirements, collection programs, processing, storage and retrieval, analytical techniques and methods (including the use of the computer as an analytical tool), production methods of each producing office, and uses of finished intelligence.

Information Science Training Program

The Information Science Training Program provides courses in computer science, operations research, and systems analysis as they relate to intelligence collection, production and support tasks. It also provides segments of instruction on these topics in other OTR courses and at DIA and NSA.

OFFICE OF TRAINING
Functional Training Division

Management and Administration Training Program

The Management and Administration group develops and conducts courses in supervision and management for all levels of employees; in administrative procedures as they apply at Headquarters and in the field; in clerical orientation, Office Management, and related subjects.

Courses

FY 74	Number of Courses:	36
	Runnings	: 166
	Attendance	: 2,710
	Student Days	: 12,390

Administrative Procedures
Advanced Management Program
Anti-Narcotics Operations
Application of Information Science to Imagery Analysis
DDO Operations Orientation for DDS&T
Effective Briefing
Effective Writing
Field Administration
Financial Management Workshop
Fundamentals of Budgeting
Fundamentals of Supervision and Management
Information Science for Intelligence Functions
Information Science for Managers
Intelligence Information Reports and Requirements
Intelligence Information Reports Familiarization
Intelligence Production Course
Intelligence Writing Techniques
Managerial Grid
Management by Objectives
Office Management
Operational Indoctrination for OTS
Operational Records I
Operational Records II
Operational Records III
Orientation and Office Skills
Performance Appraisal Workshop
Project Officer in the Contract Cycle
[REDACTED]
Scientific and Technical Collection for DDO Officers
Survey of Intelligence Information Systems
Systems Dynamics: Principles and Applications
Writing Better Reports

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OFFICE OF TRAINING
Intelligence Institute

The Intelligence Institute develops and conducts the general courses of the OTR core curriculum which have as their main objective the expanding of the knowledge and perspective of attending intelligence officers about the Agency, the Intelligence Community, and the various factors which impact on the intelligence profession. These courses include the Senior Seminar for supergrades and promising GS-15's, the Midcareer Course and the Advanced Intelligence Seminar for middle-level officers, and the Intelligence in World Affairs Course for new Agency professionals. It also provides general orientation: CIA-Today and Tomorrow, and the Management and Services Review: Trends and Highlights.

Area training is offered by the Intelligence Institute in several courses as well as ad hoc area courses to meet special requirements. Briefings on CIA, the Intelligence Community and related subjects are provided for a variety of visiting groups and individuals.

The Institute manages the Guest Speaker Program--a series of monthly lectures on a spectrum of subjects in the Agency Auditorium. The lectures are open to employees of CIA and other agencies of the Intelligence Community. In addition, the Intelligence Institute is developing a capability for research into selected aspects of the intelligence process.

Courses

FY 74	Number of Courses:	11
	Runnings	: 47
	Attendance	: 1,610
	Student Days	: 15,533

Advanced Intelligence Seminar
Chiefs of Station Seminar
China Familiarization
CIA-Today and Tomorrow
Intelligence in World Affairs
Latin American Area Seminar
Management and Services Review: Trends & Highlights
Midcareer Course
Preparing for Overseas Assignment
Senior Seminar
USSR Country Survey

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OFFICE OF TRAINING
Services and Registration Staff

The Services and Registration Staff represents an amalgamation of the classical support activities of the Office of Training with the Registrar function. It combines the personnel, security, budget and fiscal, and logistics services with the administration of the Agency's external training program. The OTR Training Officer, Equal Employment Opportunity Officer, and Executive Secretary of the Training Selection Board are housed in this staff.

Plans and Development Staff

Essentially, the activities of this staff include the Secretariat to the DTR and DDTR, support to the Boards of Overseers and Visitors, Career Management functions, Component Training Coordinator, and Instructional Development and Training Services. The staff combines OTR's training services--the production of visual aids, use of audio equipment, the procurement, projection, and production of film and TV programs and instructor training--in a Development and Technical Services Group.

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OFFICE OF TRAINING
Career Training Program Staff

Career Training Program Staff

The Career Training Program (CTP) selects and trains professional employees on a general entry basis. Placements are made throughout the Agency, except for the DDS&T, where all employment is on a direct hire basis. The CTP was started in 1951 by Matthew Baird, Director of Training, at the request of the Director, General Walter Bedell Smith. It was known then as the Junior Officer Training Program; the name-change to Career Training Program occurred in 1965.

The first trainee was appointed on 5 July 1951. The number of CTs was small in the early years and it was not until 1961 that as many as 100 were brought in in a single year. The largest number of CTs was hired in FY 1968, when OTR entered 247 into the Program. The present recruitment ceiling is 90 a year. Since 1951 there have been 2,331 CTs, with 1,396 (60%) still on board.

Until 1958 the training each CT received was programmed on an individual basis and in accordance with his job-needs. In September 1958, OTR introduced the integrated program--a program requiring all CTs to take the same basic training. Normally there are two classes a year (January and July) although in the mid-sixties, at the time of peak enrollments, as many as four classes had to be formed.

OJT assignments, known as interim assignments, were made an integral part of the CT curriculum in February 1970. At present, the standard curriculum consists of two such assignments, usually in different Directorates, and the professional orientation course, Intelligence in World Affairs. This initial training phase, lasting about eight months, is followed by specialized training which prepares the CT for his specific career specialty. The CT destined for an analytical position in the DDI attends the Intelligence Production Course (7 weeks), while the operations-oriented CT goes to the Basic Operations Course (15 weeks). CTs who are placed in the DDM&S get ad hoc training arranged by the Office of their assignment.

Career Trainees remain on OTR rolls throughout the training cycle, normally from nine to 13 months. They retain the CT career designation (MJ) for a few additional months, until it is determined that they have been suitably placed.

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OFFICE OF TRAINING
Component Training

The Deputy Directors provide OTR with information concerning non-OTR, Agency-conducted formal courses. This information is used for Agency Training Record and for the Annual Report on component-conducted training prepared by OTR. This Annual Report is done on a fiscal year basis and returns are due on 31 July.

For Fiscal Year 1973, 21 Agency components conducted 1,027 runnings of 261 courses for 8,159 students. The total cost, excluding student salaries, was \$2,482,423 for 39,097 student days of training. The Office of Communications is the largest with 16,726 student days costing \$1,318,446. This is followed by the Soviet Bloc Division with 3,436 student days at a cost of \$144,136. OJCS -- 3,191 student days, costing \$114,160. OTS -- 2,915 student days, costing \$338,952. NPIC -- 2,434 student days, costing \$198,585. OS -- 1,730 student days, costing \$36,253. [REDACTED] -- 1,243 student days, costing \$127,701.

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For FY 74, we have requested our Component Training Report on a standardized form and standardized the criteria for reporting information to us.

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OFFICE OF TRAINING
External Training

The Director of Training administers the Agency's external training program. This responsibility includes processing applications of CIA employees and enrolling them in courses conducted at non-Agency facilities. In a single year OTR handles more than 3,000 applications at approximately 280 facilities. Some statistics, based on an attendance of 3,015 in FY 73, illustrate the scope of the training.

<u>Category</u>	<u>Students</u>
<u>Full-time Training</u> (A semester or more, including Senior Officer Schools and management/executive development courses)	154
<u>Information Sciences</u> (ADP/EDP courses at various facilities)	420
<u>Languages</u> (Full and part-time study at government and non-government facilities)	61
<u>Part-Time Academic Training</u> (At universities and colleges)	930
<u>Short Courses</u> (In various disciplines at government and non-government facilities)	1,311
<u>Correspondence Courses</u> (Technical courses given, for example, by the Army and taken by employees in NPIC, Office of Communications, and the Office of Logistics)	139

The Agency spent \$1,359,103 on external training in FY 73. OTR's portion of this budget was \$283,809 to fund programs under the purview of the Training Selection Board, the Foreign Affairs Executive Seminar, and the external programs which Training careerists are attending.

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OFFICE OF TRAINING
External Training

In compliance with Title 5, U.S.C. 4108, the Office of Training requires Continued-Service-Agreements for those employees entering training as full-time academic students for a semester or more, and for other non-government training when the cost, including fees, travel, and per diem, is over \$1,000. The agreement requires employees to remain with the Agency three times the length of the training, but not less than a year. Failure to fulfill the commitment to the Agency, and unless waived by the Deputy Director for Management and Services, requires the employee to reimburse the Agency for the cost of his training.

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OFFICE OF TRAINING
Training Selection Board

The Training Selection Board (TSB) was established in January 1964 to ensure that suitably qualified employees are nominated to represent CIA at external programs.

The Board's charter appears in [REDACTED] "Training at Non-CIA Facilities." Specifically, the members: (1) recommend nominees for attendance at senior officer schools and certain executive leadership programs; (2) approve nominees to attend non-Agency programs in senior management (including university programs) conferences, and seminars. The Board meets as necessary in order to meet the nomination deadlines set by the schools.

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The Director of Training is Chairman of the Board and represents the Director. The other ex officio member is Fred W.M. Janney, Director of Personnel, who also represents the Management and Services Directorate. The DDI is represented by [REDACTED] the DDS&T by [REDACTED] and the DDO by [REDACTED]. The Executive Secretary to the Board is an OTR careerist.

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Programs (with FY 75 quotas in parens) under the TSB's jurisdiction are:

- Air War College - Maxwell Air Force Base (1)
- Armed Forces Staff College (2 for February session; 2 for August)
- Army War College - Carlisle Barracks (1)
- Brookings Educational Programs for Federal Executives (varies)
 - Conferences for Senior Executives
 - Conferences for Science Executives
 - Conferences on Business Operations
 - Federal Executive Fellowship
 - Joint Conferences for Specialists from Business and Government
- CIA Senior Seminar (20 for each of 2 sessions)
- Education for Public Management - Civil Service Commission (varies; up to 4)
- *Executive Management Program - Pennsylvania State (none)
- Executive Seminar Center Program - Civil Service Commission at Kings Point, Berkeley, and at Oak Ridge (Total for three locations is 18)
- Federal Executive Institute - Civil Service Commission
 - Seven-week Executive Education Program (1 for each of 4 sessions)
 - Three-week Executive Leadership and Management Program (2 for each of 4 sessions)

*Not included in OTR's budget

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OFFICE OF TRAINING
Training Selection Board

Fellowship in Congressional Operations - Civil Service
Commission (none, the Agency may nominate 3 candidates)
*Foreign Service Economic Studies-FSI, Department of State (none)
Industrial College of the Armed Forces - Ft. McNair (1)
Management Program for Executives - University of
Pittsburgh (none)
National Senior Intelligence Course - Defense Intelligence
School (1 for each of 2 sessions)
National War College - Ft. McNair (4)
Naval War College - School of Naval Warfare (2)
President's Executive Interchange Program (2 per year)
Program for Management Development - Harvard (2 for each
of 2 sessions)

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[REDACTED]
Senior Seminar in Foreign Policy - FSI, Department of
State (2)

*Not included in OTR's budget

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OFFICE OF TRAINING

General

Agency Training Record

The Agency Training Record contains data on OTR, component, and external training as far back as 1946.

Print-outs are produced regularly for OTR by QJCS in various formats which are made available to the Agency Training Officers. Five of the formats, different from those designed for the Training Officers, are on microfilm and are used in OTR and by the Qualifications Analysis Branch in the Office of Personnel.

Media Center

Approval of the concept of a Media Center at the Headquarters Building has been received. The Center will bring together the OTR and QJCS Self-Study Programs, the University of Maryland Instructional Television Network System, and the Headquarters Language Laboratory.

Off-Campus Program

At the beginning of FY 74, an Agency Off-Campus Program was re-instituted in cooperation with the Northern Virginia Regional Center of the University of Virginia. In the fall semester, 17 courses were given by 16 instructors. There were 261 registrations (representing 238 employees) at a total cost of \$18,339. In the spring semester, 16 courses ran with 15 instructors; there were 270 registrations (248 employees) for a cost of \$18,267. Costs were centrally funded by the Office of Training.

All Directorates were represented in the enrollment figures, with 72% under age 35, and the median grade being GS-8. This Program has now been included as an integral part of the Agency's Affirmative Action Plan.

Self-Study Program

The Self-Study Program, operated by OTR, enables individual Agency employees to take courses and attend lectures on their own initiative and at their convenience by the use of video cassette and audio cassette systems.

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OFFICE OF TRAINING
General

More than 1700 persons viewed the video cassettes in FY 1974; the MBO series was viewed by 1100 persons

Training Officers

The Office of Training conducts its day-to-day business with the other components through the Training Officers assigned in those components. Presently there are about 50 Training Officers in the Agency. Their principal responsibilities are to assist personnel officers and supervisors in determining training best suited to their careerists and to process the necessary papers to enroll the careerists in OTR's courses, in those conducted by other components, and in courses at non-Agency facilities. Each of the directorates and the Office of the Director has a senior Training Officer who is the focal point for training activities within the directorate and with whom instructors in OTR coordinate development of new courses or revisions in on-going courses.

University of Maryland Instructional Television Network

OTR is negotiating with the University of Maryland for the installation of an instructional television network. It will afford Agency employees the opportunity of taking courses via TV in engineering, science, and management subjects in the Headquarters Building. The Agency's participation will involve four classroom stations to be located in the Headquarters Building and will have a "talk-back" capability to the campus classroom. The system will probably be operational in early CY 75.

Word Processing Center

OTR is the site for one of three Word Processing Centers to be established in the Agency. In addition to a manager, four OTR clerical employees have been selected to man the Word Processing Center. Two dictation seminars will be held for OTR officers whose areas will be among the first to use the Center. Most of the furnishings for the Center have been delivered and are in place.

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